

CONSULTATION PROCESS

The consultation process for our 2023-2025 Strategic Plan took place between May-August of 2022, and consisted of three key methods of data collection:

- 1 **Personal interviews and focus groups with Chrysalis staff, Board of Directors, and management** (7 interviews, 5 focus groups);
- 2 **External stakeholders questionnaire;**
- 3 **Service user focus groups** (2 sessions).

KEY PRIORITIES & RECOMMENDATIONS

Priority 1: Reflect, and respond to, the needs of all service users within our service provision from low to high threshold and all along the continuum of care.

Recommendation 1: Reinstate lower threshold (incl. peer-led) services to encourage engagement across the continuum of care.

Recommendation 2: Continue to advocate on behalf of service users in various fora.

Priority 2: Ensure that the Service is accessible to all through varying levels of engagement from appointment-based service provision to general outreach.

Recommendation 1: Investigate methods for increasing the accessibility of service provision for physically disabled individuals/those who cannot receive treatment on-site (e.g. outreach, remote appointments).

Recommendation 2: Commission research into the barriers to entry experienced by minority groups when attempting to access treatment and the development of targeted interventions for such cohorts.

Priority 3: Continue to ensure compliance excellence through ongoing staff training and regular internal policy review.

Recommendation 1: Maintain an excellent level of compliance by strictly adhering to the requirements of external stakeholders (e.g. HSE, Charities Regulator), such as through the creation of an internal policy review checklist.

Recommendation 2: Establish Service Users' Working Group and operationalise feedback.

Priority 4: Prioritise duty of care to all employees, volunteers and students through the provision of high-quality training and supervision opportunities, workplace supports and a positive working environment, ensuring retention of staff and a high standard of service provision.

Recommendation 1: Continue to prioritise the retention of trained and quality staff by advocating for wage increases and recognition of Case Management within the role of Project Worker.

Recommendation 2: Continue to provide internal and external supervision to staff in line with their needs.

Recommendation 3: Develop a training programme for the team concentrating on best practice in inter-agency, multidisciplinary work.

Recommendation 4: Review the student placement/internship programme and its promotion.

Priority 5: Develop the profile of the service through an increased engagement with both traditional media and social media platforms, and the commissioning of bespoke research projects.

Recommendation 1: Actively promote our services on social media by providing relevant training to interested staff, commissioning a social media strategy, and recruiting volunteers and interns with public relations expertise.

Recommendation 2: Develop affiliations with third-level institutions in order to expand our research network and commission bespoke research projects on topics relevant to our work and service user demographics.

Recommendation 3: Facilitate on-site events open to the general public (e.g. Open Day).

Ensuring Excellence

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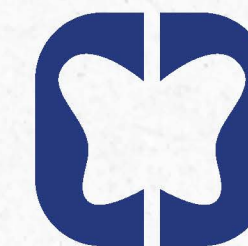
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Thank you to the HSE, the Department of Health, the NEIC and the NICDATF for their ongoing support.



CHRYSALIS
COMMUNITY DRUG PROJECT

2023 - 2025
STRATEGIC PLAN

Ensuring Excellence

CHAIR

Esmonde Keane

Chrysalis Community Drug Project has, since 1998 been working within Dublin 7 and, since 2019, in Dublin 1 also in reducing the harm caused by drug and alcohol use. The enclosed strategic report prepared by Alan McKenna on behalf of the Chrysalis Community Drug Project seeks to plan the route by which we develop and improve our offering to our service users and wider communities of Dublin 1 and Dublin 7 in the period from 2023 to 2025.

The service which Chrysalis provides is, as always, dependent on funding being secured against a background of rising prices and continuous pressures to meet wages and other outgoings.

The core of Chrysalis is, as it always has been, the people who work tirelessly within the organisation including our staff, volunteers and students. We have been lucky to have had Passerose Mantoy as our Chief Executive along with our team leaders and those who work and have worked tirelessly within the organisation both before and since the outbreak of Covid 19. Our team at Chrysalis have shown phenomenal adaptability and willingness to change and adapt during the Covid crisis and, as we emerge from same, the organisation is in a strong position to further develop.

I would like to thank the board members of Chrysalis for all of their help and support and individual expertise that they have so willingly made available to the organisation over many years. I would also like to thank Alan McKenna for all of his work and insight into this strategic report and above all to our entire staff, volunteers and students who have, during difficult times and circumstances, worked so well with our service users in achieving real and life changing goals and look forward to its continuing development over the period covered by the strategic review.

Esmonde Keane
Chairperson



CEO

Passerose Mantoy

When we were looking for the core of this Strategic Plan, the Board and the Staff all agreed on the framework of excellence – excellence in three key areas, compliance, duty of care to service users and staff.

For the last 24 years Chrysalis has been proactive in a collaborative and inclusive effort to respond to the needs of alcohol and drug users in Dublin North Inner City. We have adapted to emerging drug trends from new synthetic drugs to crack/cocaine. We have advocated on behalf of our service users in relation to issues such as dual diagnosis and homelessness.

Our response to the drug and alcohol crisis has been comprehensive, and we, as a team, have actively engaged with service users along the continuum of care to carry our Mission 'to reduce harm and empower people to live healthier and more fulfilled lives'. In 2021 we worked with 650 individuals through keyworking, case management, counselling and groupwork. The delivery and quality of service provision wouldn't have been possible without the commitment and dedication of our team of staff and volunteers.

As a leading addiction service, it is our endeavour to excel in our practice and serve our service users to best standards; to support our staff and volunteers to reach this goal we aim to provide quality training and supervision. We also thrive in the area of compliance by adhering to the requirements set by our funder, the HSE, and by the Charity Regulations but also by foreseeing new areas of due diligence.

I would like to take this opportunity to thank the Board of Management who have been extremely supportive over the years, and the formidable team whose skills and loyalty have underpinned our work.

Passerose Mantoy
Chief Executive Officer



BACKGROUND AND DEMOGRAPHICS

VISION:

Chrysalis believes that everyone living with problem substance use should be empowered to fulfil their full potential & have access to the same opportunities & rights as others.

MISSION:

Our mission is to deliver a safe, compassionate & quality service to individuals & families living with problem substance use in our local community. We do this to reduce harm & empower people to live healthier & more fulfilled lives.

VALUES:

Chrysalis' service delivery is underpinned by the core values of compassion, harm reduction, respect, needs-based treatment, collaboration, acceptance, confidentiality, evidence-based practice, accountability, and excellence.

KEY SERVICES:

- ▶ Assessments,
- ▶ Case Management (including issues related to substance use, housing, medical supports, etc),
- ▶ Keyworking,
- ▶ Counselling (both generic and specific to addiction),
- ▶ Dissemination of informative materials related to Harm Reduction,
- ▶ Recovery Aftercare Groups,
- ▶ Community Detox Support,
- ▶ Peer-led Initiatives.

THE PRIMARY CRITERIA THAT AN INDIVIDUAL MUST MEET IN ORDER TO BE CONSIDERED ELIGIBLE FOR ATTENDING CHRYSALIS ARE AS FOLLOWS:

- ▶ The person must be affected by substance misuse either directly or indirectly;
- ▶ The person must be over the age of eighteen;
- ▶ The person must reside in or have a connection to the Dublin 7 (Chrysalis Manor Street) or North East Inner City (Chrysalis Dublin 1) areas.

KEY SERVICE PROVISION STATISTICS FOR THE CALENDAR YEAR 2021:

New referrals	937
Assessments	532
Service Users engaging with the service	991
One-to-One sessions	8,136
Service Users attending groups	140
Service Users availing of counselling	66
Service Users availing of keyworking/case management	753

Key service user demographics (based on data collected by the Health Research Board under the National Drug Treatment Reporting System for the calendar year 2021*):



*NOTE: HRB data relates to service users formally assessed by Chrysalis, and does not include those who engaged with, but have not been assessed by, the service.